

FEDERAL HIGHWAY ADMINISTRATION

New Jersey Division Office

FY2005 Annual Report

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FINAL

New Jersey Division Office October 25, 2005

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Chapter

Executive Summary

The Unit Performance Plan (UPP) annual report provides insight to New Jersey Division accomplishments during FY 2005. Every quarter within the fiscal year a dashboard was created and utilized for ensuring the Division was on target in meeting key performance measures. This dashboard provides a tool to track Division accomplishments towards meeting key performance measures. For FY 2005, our target was to meet 8 of 13 key performance measures. We fully met 6 of 13 key performance measures. The dashboard and charts are provided within Chapter 3 that graphically conclude our performance for this fiscal year as well as historical trends. A brief synopsis of goal accomplishments is provided below.

Safety

Significant progress has been made in the area of safety. FARS data indicates that the number of intersection related fatalities on NJ's roadways has decreased from 255 in 2003 to 213 in 2004. This is four times lower than our projections.

Working with the state of New Jersey has also garnered many successes. The Acting Governor and Commissioner of Transportation continue their dedication and support to improve the safety of NJ's roadways. We are continually working with the NJDOT, MPOs, DHTS and LTAP to bring the importance of safety to the local level.

Public outreach concerning safety has been a primary focus during 2005. In New Jersey, we have coordinated the development and promotion of the "12 Months of Traffic Safety" public outreach campaign. Also, New Jersey Department of Transportation (NJDOT) promoted a pedestrian safety radio PSA in September/October 2004. In addition, the Department has fully supported the development of a local federal safety program, in which federal safety funds will be shared with the local governments. This program is supported by the Transportation Safety Resource Center at Rutgers. Combining the safety efforts at the state and local levels will ultimately result in successful safety efforts not only this year but in the years to come.

Mobility & Productivity

In the area of mobility and productivity, we have successfully accomplished a number of goals in this area, such as the number of scour critical bridges under design and the deck area of deficient bridges authorized. In both areas we far exceeded our goals. Also, concerning the average incident duration we met 85% of our goal of 1.75 hour incident duration thereby just missing our target.

The NJDOT initiated its Hyperbuild program with a Kick-Off press conference held in Newark in March 2005. Better defined as a philosophy rather than a program, the NJDOT plans to unleash the creativity of the Department and the consultant and construction industries with a goal to deliver projects in an optimal way to achieve a desired end date of opening the project to traffic. A list of projects was developed to illustrate the Hyperbuild concept.

Environment

Although we were not successful in meeting the key performance measure to reduce median processing time for all Environmental Impact Statements (EISs) and Environmental Assessments (EAs), we were highly successful in encouraging NJDOT to develop a flowchart that enables NJDOT to establish a processing time for environmental documents. This flowchart acts as a resource to both NJDOT and our office to effectively monitor the environmental documentation process.

In New Jersey we have noticed an increasingly large number of environmental documents from the Local-Aid section of the NJDOT and they are becoming more complex, i.e. projects requiring an Environmental Assessment or Environmental Impact Statement. We are providing training/workshops for the Local-aid staff, counties and municipalities in order to enhance their knowledge of the National Environmental Policy Act (NEPA) environmental process. We have partnered with NJDOT and SHPO to host 3 Cultural Resource Workshops for Local-aid staff, counties and municipalities. We have provided NEPA, Section 4(f), and Section 106 training for them.

National Homeland Security

Our office has been very involved in the area of National Homeland Security. During the week of April 4, we participated in the National disaster preparedness exercise TOPOFF 3. The Emergency Coordinator, Alternate Emergency Coordinator, and several representatives from various teams in this office staffed the NJ State Emergency Operations Center for extended hours during this exercise. This exercise was a test of the new National Response Plan, and we represented the USDOT under Emergency Support Function#1 – Transportation.

In addition we have revised the Division Office Continuity of Operations Plan (COOP) in response to a tabletop exercise conducted at the end of FY 04.

Organizational Excellence

In the area of Organizational Excellence, we met all 3 key performance measures. The Division has implemented a successful procedure that requires PE projects to be closed at the time of construction authorization. 5 market ready technologies were implemented during this fiscal year. Also, the running average of inactive balance has been reduced by 30% which is well above our expectations.

Many activities performed in the area of organizational excellence were instrumental in the success of this goal. NJDOT met with representatives of the NJ Department of Labor (NJDOL) to discuss the feasibility of the development and coordination of a pre-employment training program on behalf of the NJDOT. NJDOL has indicated its cooperation and a training program will start on or before April 2006.

Global Connectivity

The efficient and effective movement of people and goods in and out of the State, linked to inter-and intranational mobility remains of paramount importance. Focus on developing and implementing a priority freight network, and improved access to the region's airports is currently underway. The two-year consultant contract, under the direction of the NJDOT, and the three MPOs is on schedule, and consistent with the original vision established with input from the Division Office.

Overview

At the national level, the Federal Highway Administration strives for "improving transportation for a stronger America". Its mission is "enhancing mobility through innovation, leadership, and public service".

As civil servants, we are commissioned to demonstrate our abilities as

Leaders for National Mobility

Stewards for National Highway Programs

and Innovators for a Better Future

Six strategic goals--Safety, Mobility and Productivity, Global Connectivity, Environment, National Homeland Security, and Organizational Excellence—are addressed in the FY 2005 Performance Plan.

- Safety--Continually improve highway safety.
- Mobility and Productivity--Preserve, improve, and expand the Nation's highway transportation system while, at the same time, enhancing the operation of the existing highway system and intermodal connectors.
- Global Connectivity--Promote and facilitate a more efficient domestic and global transportation system that enables economic growth.
- Environment--Protect and enhance the natural environment and communities affected by highway transportation.
- National Homeland Security--Improve highway security and support national defense mobility.
- Organizational Excellence--Advance FHWA's ability to manage for results and innovation.

The New Jersey Division office's employee contributes to the national goals and objectives by focusing on the following:

- Customer Service
- Quality
- Team Work
- Timeliness
- Measurable Results

The Division office is organized into the following basic teams:

Finance Management Team:

The Financial Management Team provides the State with technical assistance on accounting and financial management systems, and works closely with the NJDOT, along with other partners, to streamline and improve the funding of all Federal-aid transportation programs. In addition, the team provides reimbursement to the State for authorized transportation activities.

Program Operations Team:

The Program Operations Team provides support for the Federal-aid program. All plans for Federal-aid projects on the National Highway System are reviewed and approved to ensure the appropriate design standards are met, or are certified by the NJDOT as having met the appropriate design standards. The Team performs design reviews of Federal-aid projects to assure that appropriate standards and environmental processes are met. In addition, the Team performs field reviews during construction to ensure that the plans and specifications are followed and evaluates and approves actions on construction issues, extra work and change orders. Final inspections are performed to ensure quality of the completed project and quantity of material and other construction items are properly documented

Project Support Team:

The Project Support Team works closely with the other teams in the office in support of the Federalaid program. The Team is comprised of the Bridge Office, Civil Rights Specialist, Engineering Coordinator, Environmental Coordinator, and Right of Way Officer.

Technology Team:

The Technology Team is responsible for promoting the development and deployment of advanced technologies used in planning, design, construction, and maintenance of our transportation system. The team accomplishes this through providing technical expertise in the areas of Safety and Traffic Operations, Pavements and Materials, and Intelligent Transportation Systems.

Planning & Research Team:

The Planning and Research Team provides advice, guidance and authorization on FHWA-State-local transportation planning, congestion planning, management systems, research, and program matters. The Team coordinates technical, administrative and authoritative guidance to the State, Metropolitan Planning Organizations (MPOs) and local officials in the direction and execution of their transportation planning. Planning includes the integration of the transportation and air quality planning processes, and aiding MPOs in the development of both long and short range plans. These plans are coordinated with the development of the transportation control measures for the State Implementation Plan, the Statewide Long Range Plan and the Statewide Transportation Improvement Program. Research activities include projects implemented by the New Jersey Department of Transportation (NJDOT), statewide universities, and through National and regional research pools.

By working together and with our transportation partners, each team is instrumental in the collective success of the 2005 Unit Performance Plan. The Unit Performance Plan (UPP) annual report provides insight to New Jersey Division accomplishments during FY 2005. Throughout the fiscal year the teams accomplished various Division actions that support the performance measures outlined within the UPP. A dashboard is a tool to track team accomplishments towards meeting key performance measures. Every quarter within the fiscal year a dashboard was created and utilized for ensuring the Division was on target in meeting key performance measures. For FY 2005, Senior Staff established a target goal 8 of 13 key performance measures as a successful year within the Division office. We fully met 6 of 13 key performance measures. In addition to the dashboard, charts were created to graphically represent several accomplishments as well as act as source for historical trends. Both the 4th quarter dashboard and charts can be found under the Facts, System Trends and Projections in Chapter 3.

Within 2005 UPP annual report, over 50 combined Division, NJDOT, and MPO actions were created in support of performance measures. In Chapter 4, a detail status of Division actions is given as well as supporting remarks.

Chapter

Facts, System Trends and Projections

Figures I thru VIII contain charts tracking some of our key performance indicators.

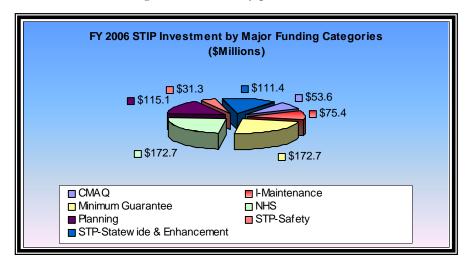
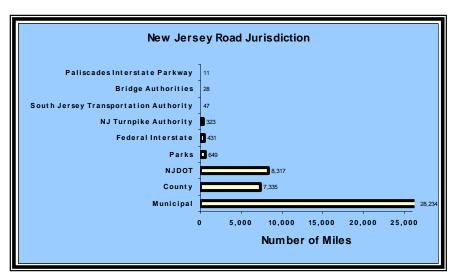


Figure 1



Sources: NJDOT, Factbook 2005 NJDOT, 2004 National Highway System Route List

Figure 2

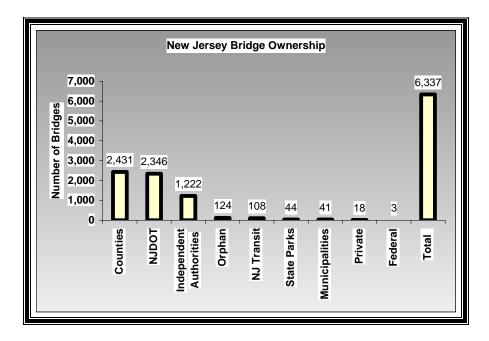
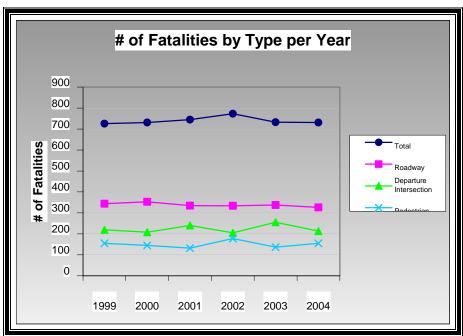


Figure 3



Source: National Highway Traffic Safety Administration (NHTSA), Fatal Accident Reporting System

Figure 4

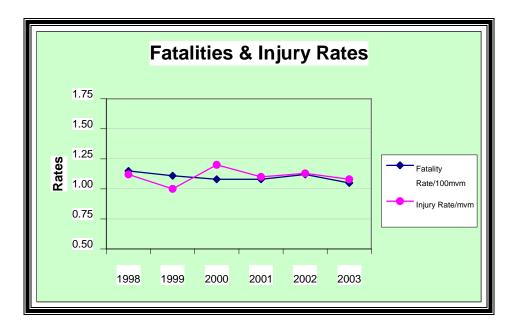


Figure 5

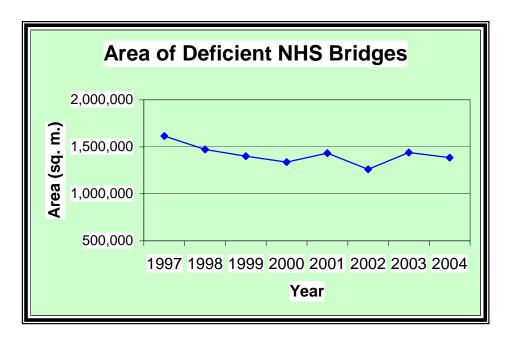


Figure 6

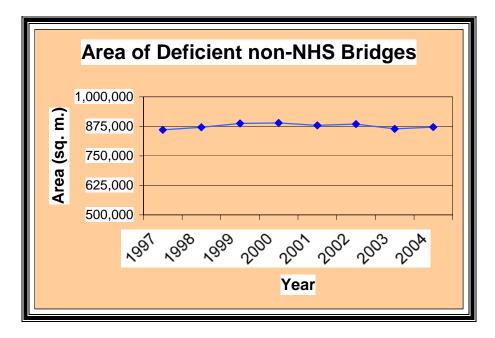


Figure 7

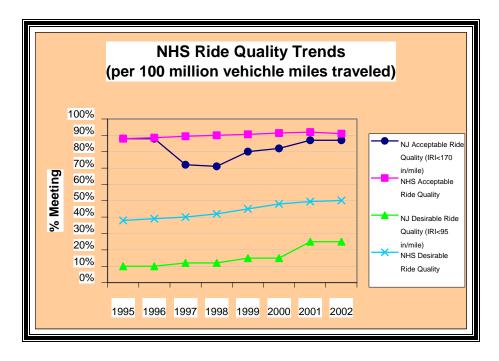
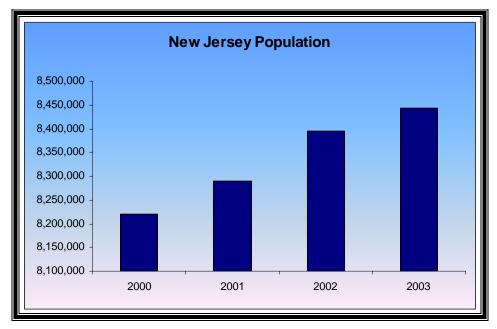
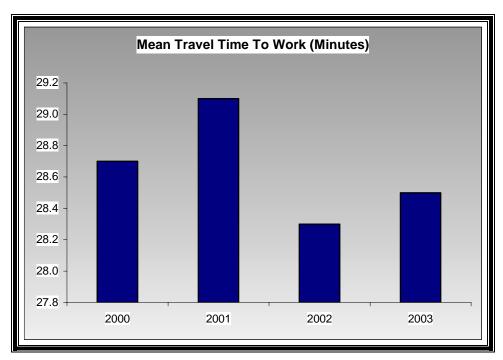


Figure 8



Source: U.S. Census Bureau, 2003 American Community Survey

Figure 9



Source: U.S. Census Bureau, 2003 American Community Survey

Figure 10

The New Jersey Division office fully met 6 of 13 key performance measures (target goal: meet and/or exceed 8 of 13 key performance measures).

Key Performance Measures	Color/ Status
1. Reduce total fatalities by 30 from 747 in 2003 to 717 in 2005.	
2. Reduce intersection related fatalities by 10 from 187 in 2003 to 177 in 2005.	
3. Reduce pedestrian related fatalities by 5 from 147 in 2003 to 142 in 2005.	
4. Reduce fatalities involving roadway departure by 15 from 217 in 2003 to 202 in 2005.	
5. Increase the percent of roadway mileage with an IRI < 170 inches/mile (NHS/non-NHS) to 87% in 2005.	
6. Increase total deck area of deficient bridges authorized for construction by 25%.	
7. Reduce the increase in delay by 1% by FY 2005.	0
8. Decrease the average incident duration to 1.75 hours in FY 2005.	
9. Reduce the number of scour critical bridges.	
10. Decrease median processing time for all Environmental Impact Statements (EISs) and Environmental Assessments (EAs). Reduce median time by 5% in FY 2005.	
11. Reduce running average of inactive balance by 20%.	
12. Create baseline for cost growth greater that 10% on \$25 million projects.	
13. Implement 5 market ready technologies.	

Scoring Guidance				
	(0%)	Data unavailable.		
	(0-30%)	Little or No progress in this area. Measure will not be met.		
	(30-60%)	Minimal Activity. Progress behind schedule and measure is on going.		
	(60-90%)	Significant progress has been made and measure is on going.		
	(90-100%)	Efforts in this area are outstanding. Goals have been accomplished.		

Chapter

Safety

Goal: Continually improve highway safety.



National Performance Objectives

SF1: Support national safety strategies (Vital Few).

SF2: Reduce fatalities involving roadway departure, i.e. run-off road and head-on crashes (Vital Few).

SF3: Reduce intersection-related fatalities (Vital Few).

SF4: Reduce Pedestrian-related fatalities (Vital Few).

Division Performance Objectives

- Support national safety strategies. **(SF1)**
- Reduce fatalities involving roadway departure (i.e. run-off road and head on). (SF2)
- Reduce Intersection related fatalities. (SF3)
- Reduce pedestrian fatalities. (SF4)

- Reduce total fatalities by 30 from 747 in 2003 to 717 in 2005. **(SF1)**
- Reduce fatalities involving roadway departure by 15 from 217 in 2003 to 202 in 2005. **(SF2)**
- Reduce intersection related fatalities by 10 from 187 in 2003 to 177 in 2005. **(SF3)**
- Reduce pedestrian related fatalities by 5 from 147 in 2003 to 142 in 2005. **(SF4)**

• Develop and disseminate an FHWA-NJ Safety newsletter.

Status:

Four editions (Fall 2004, Winter 2005, Spring 2005, Summer 2005) of "A Safety Update..." newsletter have been developed by the Division. This newsletter is distributed quarterly to over 130 transportation safety professionals throughout NJ. The newsletters can be found at N/:SAFETY/safety newsletters.

Conduct crash data analysis in support of NJ safety programs.

Status:

Completed crash data analysis in support of the development of NJ's Comprehensive Highway Safety Plan.

Work with NJ Press Association to put safety messages in all media outlets.

Status:

We have coordinated the development and promotion of the "12 Months of Traffic Safety" public outreach campaign. USDOT, NJDOT, NJDHTS, NJMVC, ICNJ and AAA are sponsoring this outreach campaign.

• Provide technical assistance on the development of a pedestrian safety action plan (HQ).

<u>Status:</u>

NJ Division has reviewed and provided input into draft analysis and papers. NJ is participating in pedestrian safety focus state conference calls led by HQ. NJ's Pedestrian Safety Action Plan (Strategic Assessment) is in the final draft stage.

• Support the NJDOT in hosting bicycle friendly workshops, "real" intersection design and pedestrian safety road shows.

Status:

Voorhees Transportation Center (VTC) hosted two "real" intersection design courses in May in Ocean City, NJ. FHWA Mid Atlantic Safety Team (MAST) hosted a pedestrian safety forum on September 7, 2005 in Newark, DE.

• Provide Intersection Safety and Low Cost Safety Improvements training courses in NJ (RC). Status:

We are not an opportunity state and therefore our request for training was denied by the Resource Center. However, NJDOT hosted these two courses in July through NHI. In addition, DVRPC hosted a Human Factors Workshop in February and Older Driver Design Workshop in May.

Provide safety-related technical support to the DOT, DHTS, MPOs, LTAP, etc.

Status:

We strive to provide technical support to our transportation partners. Over 100 individuals have been reached across the state of New Jersey through our efforts of sharing and distributing safety information to our public and private partners. The Division office has performed over 10 presentations to various local, state, and private partners to promote the benefits of being safety conscious.

NJDOT/MPO Actions

• Implement countermeasures at 12 high crash locations.

Status:

Countermeasures have been implemented at 4 high crash locations in FY05.

• Implement an Aggressive Driving enforcement program.

Status:

\$400,000 from the Section 163 Incentive Program was authorized for the pilot program. An additional \$2 million was authorized for the FY05 Speed Enhancement Patrols.

• Implement a pedestrian safety media campaign.

Status:

NJDOT promoted a pedestrian safety radio PSA in September/October 2004. Bicycle and Pedestrian safety is part of the "12 Months of Traffic Safety" public outreach campaign.

• Implement countermeasures at 8 high crash pedestrian locations.

Status:

None at this time.

• Conduct safety impact team reviews along 4 safe corridors and implement short-term recommendations.

Status:

One Safety Impact Team review has been conducted for Route 46 in November. The Route 73 Safety Impact Team took place on September 28 thru October 1, 2005.

• Implement 5 safety projects on local roads through the newly established local safety program Status: 12.5

Funds authorized in FY04 for 5 projects. Construction on four of the projects is complete. The last project just received bids that were extremely higher than the engineers estimate. Depending on the outcome, it is possible construction will begin in October.

Mobility and Productivity

<u>Goal:</u> Preserve, improve, and expand the Nation's highway transportation system while, at the same time, enhancing the operation of the existing highway system and intermodal connectors.



National Performance Objectives

MP1: Mitigate overall impacts of congestion through effective partnerships (Vital Few).

MP2: Reduce non-recurring congestion from events such as traffic incidents and work zones.

MP3: Further deploy Intelligent Transportation Systems infrastructure and sustain improvements to system operating practices.

MP4: Provide longer lasting highway infrastructure thru preventative maintenance, rehabilitation, and replacement.

MP5: Ensure new highway structures are designed and constructed to last longer and be more reliable.

MP6: Improve pavement smoothness characteristics.

MP7: Identify, develop, and deploy innovations in construction practices and procedures.

MP8: Increase new revenue sources for road construction and the formation of public-private partnerships.

MP9: Implement the Highways for Life initiative with key partners and stakeholders.

MP10: Improve travel time reliability on freight significant corridors and at land border crossings.

MP11: Increase number of activities that facilitate U.S. international objectives through technical

exchange and outreach, information exchange, and partnerships.

Division Performance Objectives

- Provide longer lasting highway structures (bridges and pavements). (MP4)
- Mitigate overall impacts of congestion. (MP1)
- Reduce non-recurring congestion from events such as traffic incidents and work zones. (MP2)

- Increase the percent of roadways mileage with an IRI < 170 inches/mile (NHS/non-NHS) to 87% in 2005. (MP6)
- Increase total deck area of deficient bridges authorized for construction by 25%. **(MP4)**
- Reduce the increase in delay by 1% by 2005. (MP3)
- Decrease the average incident duration to 1.75 hours in FY05. (MP2)
- Reduce number of scour critical bridges. (MP4)

Reduce delays associated with non-recurring congestion through the use of ITS Technologies.
Status:

In addition to providing technical assistance to NJDOT, the Division exposes the department to new technologies designed to minimize non-recurring congestion. By transferring technology to the department related to weather information like RWIS, and incident management procedures to clear crashes quickly, and technologies to minimize work-zone delays and make work-zones safer, the Division Office is trying to reduce delays associated with non-recurring congestion. We have also encouraged the NJDOT and offered advice on the new 511 traveler information system now being piloted at the department that will help motorists avoid congested areas. There are also two research panels the Division is participating in related to understanding the causes of and countermeasures to non-recurring congestion.

 Develop improved processes to provide smoother, longer lasting pavements through new technology and pavement preservation.

Status:

A series of meetings have been held with NJDOT, universities, contractors and consultants to determine how to move the pavement smoothness numbers in the right direction. An action plan was developed toward this end and two conferences are planned during FY 2006 to help solve this continuing problem. New Jersey is planning a Pavement Management System Conference for November 2 & 3, 2005. A Pavement Smoothness Workshop is scheduled for December 12 & 13, 2005 to help New Jersey with its pavement issues. New Jersey has been designated a focus state for pavement smoothness and will receive help from FHWA headquarters and the Resource Center. Some of the activities the NJDOT and Division have discussed with implementation performed on the following: reorganization of the pavement staff, new specifications issued on pavements, new pavement materials and technologies being used (e.g. novachip), NJDOT purchased a new ICC profiler to check smoothness, and construction oversight on jobs will be enhanced to ensure contractor compliance with the new specifications.

• Improve the condition of New Jersey's bridges.

Status:

Deck area of deficient bridges reduced by 24 665 m² in FY 2005. Target was 10 000 m². Therefore, the target was greatly exceeded. Also, the number of scour critical bridges was reduced by sixteen (16). This was done either by installing countermeasures, replacing or rehabilitating the structure and accounting for scour in the design, or re-evaluating the original scour analysis.

• Increase the number of DBE firms awarded prime and or subcontracts for the first time. Status:

There were no DBE firms awarded prime or subcontracts for the first time in FY 2005.

NJDOT/MPO Actions

• Preserve the condition of the existing system.

Status:

No data provided on baseline operations and maintenance.

Improve travel time in congested corridors.

Status:

There have been multiple approaches to help improve mobility in New Jersey by increasing the efficiency of the conventional systems, while at the same time encouraging alternative modes of travel. For example, DVRPC is currently in the process of updating the MPO's Congestion Management System by identifying the most congested corridors in the region and responding with appropriate mitigation strategies. Also, FHWA has participated in the NJDOT study examining a proposed Bus Rapid Transit system in the Route 1 Corridor in Central Jersey.

• Improve the reliability of the system so that users can expect consistent travel times.

Status:

The NJDOT has recently begun piloting their new 511 Traveler Information System for motorists to call to get the latest info on road congestion. They are also participants on various Highway Operations Groups (HOGS) and Incident Management groups designed to manage congestion and clear incidents quickly. The department has also retained the services of various universities to study the unreliability of our highways due to non-recurring congestion. Models will be developed to predict these occurrences and recommend countermeasures to mitigate the congested areas.

• Implement low-cost, quick-turnaround projects to address congestion and safety concerns.

The NJDOT Quick-Fix initiative screens projects identified through emails that are quick-turnaround, low cost solutions that address immediate needs. The Department has also developed many Pipeline 3 projects, which utilize an expedited delay process to implement rapid improvements for congestion, safety, and condition.

• Explore innovative solutions such as roundabouts, CSS, etc.

Status:

The NJDOT and FHWA developed "Cost Effective Solutions" Training that embodied the CSS elements. The training was provided on three occasions to reach the entire Department. The use of roundabouts is routinely investigated during the Feasibility Assessment phase of project development.

• Develop hyper-build program.

Status:

The NJDOT initiated its Hyperbuild program with a Kick-Off press conference held in Newark in March 2005. A list of projects was developed to illustrate the Hyperbuild concept. This concept of focusing the needed delivery date of the project and finding innovative solutions is intended to become standard procedure within the Department.

Global Connectivity

<u>Goal:</u> Promote and facilitate a more efficient domestic and global transportation system that enables economic growth.



National Performance Objectives

GC1: GC2: Improve travel time reliability on freight significant corridors and at land border crossings. Increase number activities that facilitate U.S. international objectives through technical exchange and outreach, information exchange, and partnerships.

Division Performance Objectives

- Sustain the economic efficiency of goods movement on the surface transportation system. **(GC1)**
- Reduce non-recurring congestion from events such as traffic incidents and work zones. **(GC1)**
- Increase reliability of the transportation system for the movement of freight. (GC1)

- Delivery of transportation projects that increase the accessibility of major job centers to the region. (GC1)
- Incident management strategies for major truck routes; incident detection, emergency service patrols, freight priority, etc. (GC1)
- System delay; non-recurring congestion measures, etc. **(GC1)**

• Ensure statewide comprehensive freight mobility plan is completed.

Status:

The Draft New Jersey Comprehensive Statewide Freight Plan was published on January 24, 2005 by NJDOT. The final plan is expected to be released in the winter 2005.

• Ensure outcomes of plan are incorporated into annual work plans, regional plans, and TIPs for freight priority locations.

Status:

While the Freight Plan has been developed in draft form, the results have not played a role in the development of a new capital program. It is our expectation that this will occur as additional work is advanced.

NJDOT/MPO Actions

• Ensure key freight corridors have the benefits of a full suite of traffic management strategies, such as ESP, etc.

Status:

NJDOT is in the process of developing performance measures that will provide the quantitative basis of the traffic management strategies that apply to rail, maritime, air freight, warehousing, and highway freight. These performance measures developed with FHWA's input include: point-to-point travel times on freight-significant highways, hours of delay on freight-significant highways, cost per ton-mile, cargo insurance rates, conditions on intermodal connectors, customer satisfaction, among others.

• Establish freight priority project scoring criteria and related performance goals.

Status:

Performance planning not universally accepted and implemented within the NJDOT process.

• Increase system reliability of the transportation system for the movement of freight.

Status:

Related to above measure. Critical freight corridors to be identified, and system redundancy established once the final plan is adopted by NJDOT.

Environment

<u>Goal:</u> Protect and enhance the natural environment and communities affected by highway transportation.



National Performance Objective

EN1: Support and showcase at least 7 new exemplary ecosystem initiatives (EEI) in the Federal-aid Highway Program (FAHP) and Federal Lands Highway Program (FLHP). (Vital Few)

EN2: Replace the area wetlands impacted by FAHP and FLHP projects at a ratio of at least 1.5 acres of mitigation for every acre of loss on a program-wide basis.

EN3: Reduce annual mobile source emissions from 60.6 M tons to 59.4 M tons.

EN4: Meet SIP Motor Vehicle Emission Budget (MVEB) goals for 98 % of ozone, 96% of carbon monoxide, and 86 % of particulate matter non-attainment and maintenance areas.

EN5: Increase the number of States adopting Context Sensitive Solutions (CSS) or Integrated Approaches. (Vital Few)

EN6: Agree upon schedules for all FAHP and FLHP EISs and EAs initiated during FY 2005.

EN7: Decrease median time for all EISs and EAs completed in FY 2005.

Division Performance Objectives

- Promote transportation that enhance/protect ecosytems and sustain ecosystem viability. (EN1)
- Reduce motor vehicle emissions and maintain a high level of compliance with Air Quality conformity. (EN3)
- Improve planning and environmental processes to achieve better results and timeliness. (EN5/6)

- Decrease median processing time for all Environmental Impact Statements (EISs) and Environmental Assessments (EAs). Reduce median time by 5% in FY2005. (EN6)
- Host 2-3 training sessions to share best practices and exemplary initiatives with NJDOT, consultant industry, Division, and resource agency to raise knowledge and awareness and develop opportunities to increase ecosystem and habitat conservation. (EN1)

• Host NJ/Michigan Video Conference.

Status:

We will host videoconference on Stormwater Management and sharing best practices in March 2006.

• Wetlands Mitigation Bank Workshop.

Status:

We will host the Mitigation Workshop in February 2006.

• Host Interagency meetings with resource agencies.

Status:

We participated in New Jersey Interagency Wetlands Meetings in November 2004 and June 2005.

• Replace wetlands at 1.5:1 ratio.

Status:

For FY2005, 0.183 acres mitigated, 1.318 acres impacted.

Provide technical assistance on new EPA designations.

Status:

We will continue to provide assistance to MPOs and NJDOT in interagency consultation meetings.

• Develop Environmental Management System with NJDOT.

Status:

We will conduct a Domestic Scan of VDOT's Cedar Program depending upon availability of any future Technology Transfer (T2) funding. This is the first step in assessing baseline information for a database that NJDOT can integrate with its existing systems.

• Develop schedules for EIS/EA and enter schedule into EDTS.

Status:

We assisted NJDOT in developing a flowchart that will aid in developing schedules for tracking EISs and EAs.

Track environmental processing time through HPO Action Log.

Status:

The following table shows the processing times in number of days.

Document type	<u>HPO</u>	<u>Overall</u>
CE	11	13
EA	9	30
EIS	0	0
ER	7	8
Sec 106	14	16
Sec 4(f)	12	15

 Conduct process review on Public Involvement to determine if current efforts with respect to Context Sensitive Solutions are including sufficient outreach to and participation by minority, low income, disabled and limited English proficient populations.

Status:

The process review will be completed in FY2006.

NJDOT/MPO Actions

• Clarify the role of the Environmental Division in the project development process from scoping through final design.

Status:

The Draft Tier II Screening Manual, Flowchart and Environmental Screening Form have been developed.

• Develop Environmental Management System.

Status:

A Geographical Information System (GIS) pilot program to create environmental mapping has been started in four Counties. A GIS Workshop will be conducted in October 2005 and videoconference with VDOT in November 2005.

• Develop Standard Environmental Division Procedures.

Status:

A Task Force was formed to formulate, implement, and enforce appropriate procedures that will guide the Division of Environmental Resources (DER) to consolidate environmental staff and resources throughout the NJDOT into the DER, assume complete responsibility and accountability for all project related environmental processes/activities, help DER to serve as NJDOT's liaison for environmental issues, and provide cost effective and efficient environmentally friendly transportation system in New Jersey through sound partnership with internal and external customers.

• Improve the Department's ability to provide an environmentally compliant construction program.

Status:

NJDOT will implement a Contractor Environmental Stewardship Award that will be cosponsored by NJDOT and NJDEP. NJDOT will develop a ranking system to prioritize projects to be monitored based on their environmental sensitivity and this will enable DER to best utilize limited staff resources.

Restructure Environmental Division to better meet the needs of the customers.

Status:

A Task Group was formed to determine if DER was properly structured to serve the interest of its customers, internally or externally. Recommendations from the Task Group resulted in the formation of Subject Matter Experts (SME's) that will conduct regularly scheduled meetings to discuss various issues of concern, special issues and to share success stories and lessons learned.

National Homeland Security

Goal: Improve highway security and support national defense mobility.



National Performance Objectives

NS1: Reduce the vulnerability of critical transportation infrastructure and enhance the security of the transportation network.

NS2: Military transportation needs are met.

NS3: Improve disaster preparedness, response, and recovery plans at the federal, state, and local level.

Division Performance Objectives

- Reduce the vulnerability of critical transportation infrastructure and enhance the security of the transportation network. (NS1)
- Meet military transportation needs. (NS2)
- Improve disaster preparedness, response and recovery plans at the federal, state, and local level. (NS3)

- Identify and conduct a detailed vulnerability assessment of New Jersey's top 25 critical bridges. (NS1)
- Reduce the total time it takes the NJDOT to process ER requests. (NS3)

• Assist with a vulnerability assessment of the State's bridges to identify critical assets and recommend mitigation strategies.

Status:

The NJDOT has taken no further action in this area during FY 2005.

 Continue coordination with the NJ military to ensure that its transportation needs are met.

Status:

Due to reduced staffing in the bridge office in FY 2005, this initiative was not advanced.

• Continue to make Emergency Relief program requests the top priority for processing. <u>Status:</u>

ER requests continue to receive priority processing.

NJDOT/MPO Actions

• Perform bridge/tunnel terrorist threat assessment.

Status:

The NJDOT has taken no further action in this area during FY 2005.

• Begin identifying appropriate mitigation strategies for the most critical bridges.

Status:

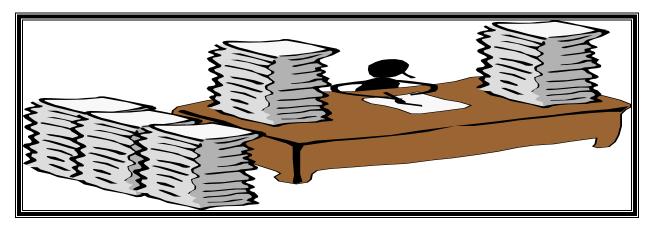
Currently, this is done during design for major bridge projects. For existing bridges, it has been done when a serious threat is identified. An example is the installation of fencing on the Pulaski Skyway for protection from a chemical plant located underneath the structure.

• Process Emergency Relief program requests in accordance with established time frames. Status:

Emergency Relief program requests continue to lag, despite past outreach efforts and a continued emphasis on the program. The cause appears to be a constant turnover of NJDOT staff handling these requests, in addition to a lack of awareness of program requirements, particularly documentation.

Organizational Excellence

Goal: Advance FHWA's ability to manage for results and innovation



National Performance Objectives

<u>OE1:</u> Provide stewardship of funds and coordinate efforts to ensure that our partners maintain appropriate accountability for expenditures.

OE2: Improve efficiency in the administration of the FAHP and FLHP.

<u>**OE3:**</u> Expansive, inclusive, higher quality statewide and metropolitan transportation plans and program that are based on sound analyses and effective public involvement and support the Vital Few.

<u>OE4:</u> Provide training, best practices, and other innovative techniques to support an effective and efficient Federal-aid right of way program.

OE5: Improve customer and partner satisfaction.

OE6: Improve employee satisfaction and effectiveness.

OE7: Improve employee and partner training and professional development.

OE8: Lead and coordinate efforts to effectively perform the role of Innovator for a Better Future, and increase the effectiveness of all FHWA units, as well as our partners and stakeholders, in determining research priorities and deploying technologies and innovation.

Division Performance Objectives

- Provide stewardship of funds and coordinate efforts to ensure that our partners maintain appropriate accountability for expenditures. (OE1)
- Improve the efficiency in the administration of the Federal-aid program. **(OE2)**
- Lead and coordinate efforts to effectively perform the role of Innovator for a Better Future, and increase the effectiveness of all FHWA units, as well as our partners and stakeholders, in determining research priorities and deploying technologies and innovation. (OE8)

- Reduce running average of inactive balance by 20%. (**OE1**
- Create baseline for cost growth greater than 10% on \$25 million projects. **(OE2)**
- Implement 5 market ready technologies. **(OE8)**

• Plan and conduct the Financial Management Oversight Review Program (FMIP). Status:

In FY 2005 the agency issued the Financial Integrity Review and Evaluation (FIRE) order, which requires Division offices to annually develop and perform a comprehensive financial oversight program. The Division office has successfully completed the FY 2005 FIRE requirements and certified its results to Headquarters.

• Participate in phase 2 of the Financial Management Improvement Project. Status:

NJDOT developed several financial training courses. The FHWA contributed to the Project Authorization and Project Closeout modules.

• Reduce population of PE projects 10 years or older by 20%. <u>Status:</u>

This has been an emphasis area in the Division for the past several years. However, the main focus is now on reducing the dollar amount of inactive projects. The two lists that were being developed for these efforts have become duplicative. The Division has implemented a successful procedure that requires PE projects to be closed at the time of construction authorization. Projects that are inactive are addressed through the inactive projects initiatives.

NJDOT/MPO Actions

• Develop and implement all elements of the FMIP by June 30, 2005.

Status:

Four of the five target areas of opportunity have or are in the process of implementation. The one exception is "innovative capital programming", wherein the task group has just been formed and held an initial organizational meeting. The innovative capital programming group has named a chairperson, and a group charter has been drafted for comment.

• Implement project management control procedures of all PE projects for PS&E within the 10-year rule.

Status:

4 of the 5 FMIP targets of opportunity are progressing under the direction of NJDOT management. The one exception is "Innovative Capital Programming" wherein a task group was formed, but failed to reach consensus on a charter to further define issues for consideration. Much of the progress to date has been incremental, and a status report is being prepared for presentation to senior leadership of the NJDOT and FHWA NJ in November or December of 2005.

• Ensure financial and administrative risks involving the FA program are maintained at acceptable levels through the use of internal controls, management systems, processes and procedures.

Status:

The Finance Team has implemented the initial Financial Integrity Review and Evaluation (FIRE) program plan for FY 2005. The FIRE represents a structured approach to financial oversight of the FAHP to assure that a reasonable level of internal control exists and is functioning. The FY 2005 plan included a formal risk assessment of the financial management system within the FHWA NJ and the NJDOT. The assessment has identified the highest risk areas to consider for further review and evaluation. A process review will be performed in FY 2006 to address the highest risk factors, as agreed upon by the Division Senior Staff.

• Implement NJDOT pre-apprentice training program on Federal-aid projects.

Status:

NJDOT met with representatives of the NJ Department of Labor (NJDOL) to discuss the feasibility of the development and coordination of a pre-employment training program on behalf of the NJDOT. NJDOL has indicated its cooperation and a training program will start on or before April 2006.

• Conduct DBE support service activities and technical assistance through providing workshops, training programs and the implementation of best practices.

Status:

NJDOT is working with its Division of Procurement to finalize a Request for Proposal (RFP), which is being developing into a NJ Department of Treasury accepted format. The target date for solicitations is December 2005.